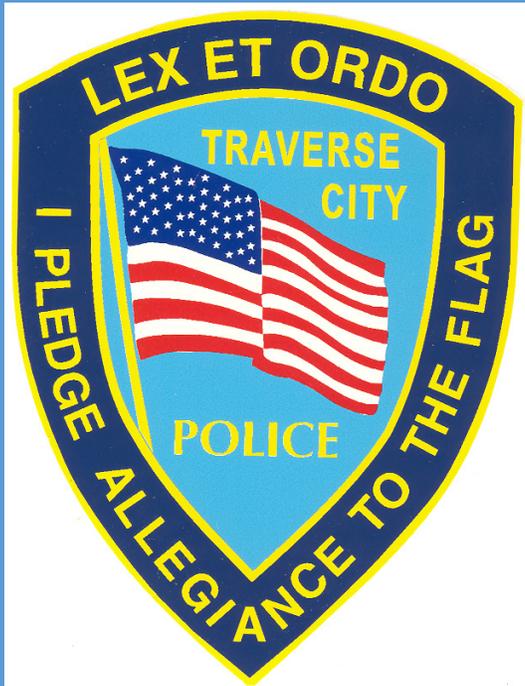


TRAVERSE CITY POLICE DEPARTMENT



ANNUAL
REPORT 2017

INTRODUCTION

It is my pleasure to share the Traverse City Police Department's 2017 annual report. As you read these pages, it is my hope that you will realize how hard your police officers work for you; the citizens of Traverse City to maintain our quality of life. Your officers strive to provide quality service with the available resources afforded to them. It is a privilege to be a leader of a dedicated and professional group of police officers. We work every day to be a pro-active police agency. We utilize problem solving techniques and community oriented policing strategies for success. This year's report is broken into several sections:

- **Opioid Crisis:** I feel a need to point out some tragic deaths that have occurred in the city this year. In the end, through good community policing strategies, the house where these deaths occurred was sold and returned to the community for redevelopment.
- **The Traverse City Police Department's Long-Term Strategies for Community Policing.**
- **Administration, Investigative Services Division, Road Patrol Services Division Reports.**

Please take the time to read this report and as you do, please reflect on this quote:

"A classic is a book which people praise and don't read." - Mark Twain.

Sincerely,

Jeffrey J. O'Brien,
Chief of Police
Traverse City, Michigan



OVERDOSE DEATHS

On November 20th 2017 Lauren Tribble-Laucht, City Attorney, Chis Forsyth, Grand Traverse County Prosecutor, Jeff O'Brien, Chief of Police, and the legal guardian for the owner of 1002 Barlow St. met to discuss doing a Civil Nuisance Order on the aforementioned property. The discussion centered on the fact that the Civil Nuisance Order would be withdrawn, from the prosecutor, after the sale of the house to a legitimate buyer. The sale was complete several weeks later and the house is being refurbished to add value to the neighborhood; a community policing strategy. This house had been a drug house for several years going back to 2014. The Traverse Narcotics Team raided the house and the owner is currently incarcerated in prison. Since 2016 five overdose deaths have been tied back to this home as a result of investigations.

The following reports are also linked to the address:

17-08291 Overdose Death

The victim passed away in the 1000 block of Barlow. The medical examiner determined the death to be a multitude of medical issues along with drug and alcohol use.

17-8417 Overdose Death

Victim died of Methamphetamine, Cocaine, Heroin, and Fentanyl Toxicity.
17-08974 Overdose Death

The victim passed away in the 1300 block of Ramsdell. It was determined that the victim died from fentanyl toxicity; the prime suspect in the delivery of the controlled substance died a month later also from an overdose.

17-10028 Suspicious Death

Female victim found deceased inside a minivan near Lot D at the mouth of the Boardman River. Investigation and Toxicology revealed that the victim drowned and in addition has numerous controlled substances in her blood and urine.

17-11367 Overdose Death

The victim passed away at a home in the 1000 block of Barlow. It was determined that the victim died from cocaine and fentanyl toxicity.

Law Enforcement has started to take a different view of the opioid problem in Michigan.

The MSP Angel Program allows an individual struggling with drug addiction to walk into a MSP post during regular business hours and ask for assistance. If accepted into the MSP Angel Program, the individual will be guided through a professional substance abuse assessment and intake process to ensure proper treatment placement. An "Angel" volunteer, who is a member of the local community, will be present to support

the individual during the process, and to provide transportation to the identified treatment facility. All MSP posts are currently participating in the Angel Program.¹

In Traverse City initial dialogue has been initiated to have discussions on how to look at the substance abuser as a sick person and afford them the medical help they need. This methodology of problem solving substance abuse disorder only prevents one element of the two sided coin. Decreasing the demand does not always decrease the supply. It has been over 14 years since the Traverse City Police Department has had a Drug Interdiction Officer. The Interdiction Officer networks with all the mail distribution companies, airport, bus terminal, hotels, restaurants, and provides drug abuse education in our schools.

The facts are alarming in Michigan, consider this:

Michigan health-care providers wrote 11 million prescriptions for opioid drugs in 2015 and another 11 million in 2016 -- enough to provide every Michigan resident with his or her own bottle of narcotics, according to state data.

Grand Traverse County

2015 POPULATION

91,624

OPIOID/HERION DEATHS (1999-2015)

63

ANNUAL DEATH RATE (PER 100,000 RESIDENTS)

4.4

The number of Michigan deaths from an overdose of opioids, including heroin, exceeded deaths from traffic crashes or gun fatalities in 2015, according to data from the Michigan Department of Health and Human Services.²

We need to consider an Interdiction Officer to stop the drug flow before they hit the streets.

¹ <http://www.michigan.gov>. angel program.

² Michigan Department of Health and Human Services

TRAVERSE CITY POLICE DEPARTMENT

LONG-TERM STRATEGIES

For

COMMUNITY POLICING

An open letter to the members of the Traverse City Police Department:

As 2017 comes to a close I want to thank all of you for your hard work and dedication to the citizens of Traverse City. We are transforming into a Community Policing Department. Before I write the strategies that we are going to implement in our long term strategies I feel that a review of where we came from in the last two years is mandatory. Our transformation from a 20th Century to a 21st Century Police Agency is amazing. Keep that in mind as you read this report. Before 2015 none of the initiatives that this report highlights was in existence. It is all because of you! The men and women that do the work.

Here is a short review:

From a report by TCPD Captain James Bussell titled: *Community Policing & Relations: TCPD Community Policing Task Force-2016*,³ he outlined an initial proposal, an initial idea on what direction the department may take. Community policing itself must remain fluid and adaptable to changing community needs, perceptions, and expectations. Under his leadership he highlighted strategies from the International Associations of Chiefs of Police (IACP) 2015 summit on Community-Police Relations as a way to re-introduce Community Policing to the TCPD. I called it, “getting back to our roots.”

IDENTIFIED STAKEHOLDERS

Every effort was made to be as inclusive as possible when we considered a broad cross-section of the citizens of Traverse City. The culmination of the effort was a one day seminar on the campus of Northwestern Michigan College funded by a capacity building grant from Rotary Charities. The success of the capacity building directed us to where we were needed in the community and how we allocated our resources.

DEFINITIONS OF COMMUNITY POLICING

Community Policing

Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

³ James A. Bussell, Captain. Community Policing & Relations TCPD Community Policing Task Force Analysis & Proposal - 2016

Community Partnerships

Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police Organizational Transformation in the alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving.

Problem Solving

The process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses. The most common problem solving technique is using the model Scanning, Analysis, Response, and Assessment (SARA).

Team Policing

Geographic assignment of officers with community policing, there is a shift to the long-term assignment of officers to specific neighborhoods or areas. Geographic deployment plans can help enhance customer service and facilitate more contact between police and citizens, thus establishing a strong relationship and mutual accountability. Beat boundaries should correspond to neighborhood boundaries, and other government services should recognize these boundaries when coordinating government public-service activities.⁴

The patrol division is the backbone of the Traverse City Police Department and is essential in fulfilling the mission of Community Policing. The patrol division sergeants are responsible to make sure the officers are fulfilling that obligation. The following is the service areas in the city and the sergeants that are responsible to carry out the mission.

⁴ . U.S. Department of Justice, Community Oriented Policing Services, Community Policing Defined, 2014.

SERVICE AREAS

Community Policing Service Area 1



Sergeant Steve Sivek

Email - ssivek@traverscitymi.gov

Cell - (231) 649-3086

Neighborhood Associations* and Groups

Central*

Kids Creek*

Old Towne*

Munson Medical Center

Grand Traverse Commons

This page last updated on 11/3/2017.

Community Policing Service Area 2



Sergeant Matt Richmond

Email - mrichmond@traversecitymi.gov

Cell - (231) 642-6114

Neighborhood Associations* and Groups

Downtown Development Authority*

Slab Town*

Governmental Center Complex

Greilickville

This page last updated on 12/1/2016.

Community Policing Service Area 3



Sergeant Ryan Taylor

Email - rtaylor@traversecitymi.gov

Neighborhood Associations* and Groups

Boardman*

Oak Park*

NMC

Munson Avenue Corridor

8th St. Corridor

This page last updated on 7/4/2017.

Community Policing Service Area 4



Sergeant Adam Gray
Email - agray@traversecitymi.gov
Cell -

Neighborhood Associations* and Groups

Traverse Heights*

Cherry Capital Airport

Industrial Park

Railroad Depot Development

Hull Park

U.S. Coast Guard Airbase

U.S. Army Reserve Center

This page last updated on 12/28/2017.

Community Policing Detective Bureau



Detective Sergeant Erich Bohrer
231-218-2894 (cellphone)
ebohrer@traversecitymi.gov
Community Court Security
Domestic Violence Committee

COMMUNICATION

Social Media

The IACP Executive Summary was adamant that police agencies establish social media contacts with their communities. We went to work right away.

On October 1, 2015 the Traverse City Police Department went “live” with its first social media attempt by creating and maintaining a department Facebook page. Currently we have 6,000 followers. Social media has helped our department and community in four ways:

1. Building a trustworthy relationship and a sense of community by engaging with each other.
2. Gaining control over the department’s reputation with the community.
3. Providing a forum for people to ask questions and for them to share tips they otherwise wouldn’t share.
4. Spread knowledge quickly and with minimal effort that could protect our community, help catch suspects and, find missing persons, etc.⁵

We also launched our webpage under the City of Traverse City website. The website host a plethora of information that includes, crime reporting, FOIA, crime mapping, city ordinances, and quick links to several other police agencies.

As you have read we have come a long ways in the last two years. We are transforming from a reactive to a proactive police department. Once again I thank you for your hard work and dedication, however; we have just begun. I am going to give you a synopsis of our five year plan. The rest of this report will map out what the command staff feels is important as we continue on our great journey of becoming one of the best police agencies in the state of Michigan.

We did not have to go far to determine where we feel the department should focus its attention. If you put away the politics and read the *Final Report of the President’s Task Force On 21st Century Policing* one can obtain some invaluable insight as to where we are headed. Just follow the six pillars.

The final report contains a number of underlying themes on which specific recommendations are based.

⁵ Perspectives on Policing with [Loraine Burger](https://www.policeone.com/social-media-for-cops/articles/6250205-4-ways-social-media-can-help-police-departments/)
<https://www.policeone.com/social-media-for-cops/articles/6250205-4-ways-social-media-can-help-police-departments/>.

PILLAR 1

BUILDING TRUST AND LEGITIMACY

In a republic that honors the core of democracy—the greatest amount of power is given to those called Guardians. Only those with the most impeccable character are chosen to bear the responsibility of protecting the democracy. - Plato

Guardians versus warriors: The final report calls for law enforcement to protect the dignity and human rights of all, to be the protectors and champions of the constitution. This rethinking of the role of police in a democracy requires leadership and commitment across law enforcement organizations to ensure internal and external policies, practices, and procedures that guide individual officers and make organizations more accountable to the communities they serve.⁶

Ensure fair and impartial policing as procedural justice is based on four principles:

- (1) Treating people with dignity and respect**
- (2) Giving individuals “voice” during encounters**
- (3) Being neutral and transparent in decision making**
- (4) Conveying trustworthy motives**

In addition to practicing procedural justice, understanding the negative impact of explicit and implicit bias on police-community relations and then taking constructive actions to train officers and the community on how to recognize and mitigate are key factors. Training is projected for the department in the next five years for providing mandatory Cultural Competence Training and Mandatory Implicit Bias Training for all police officers in the Traverse City Police Department.

⁶ President’s Task Force on 21st Century Policing Implementation Guide.
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PILLAR 2

POLICY AND OVERSIGHT

*Citizens have a constitutional right to freedom of expression, including the right to peacefully demonstrate.*⁷

In June of 2017 the Traverse City Police Department hired Lexipol to facilitate our renewal of policy and procedures. Lexipol provides comprehensive, defensible policies written by legal and public safety professionals. Their legal and experienced public safety team instills complete confidence by constantly monitoring and reviewing government legislation and case decisions. We have a two year window to write our policies to obtain full accreditation.

Accreditation is a progressive and time-proven way of helping law enforcement agencies calculate and improve their overall performances. The foundation of Accreditation lies in the voluntary adoption of standards containing a clear statement of professional objectives. Participating agencies conduct a thorough self-analysis to determine which of their existing operations already meet some of the standards and/or how the procedures can be adapted to meet the standards and professional objectives. When the procedures are in place, a team of trained assessors verifies that applicable standards have been successfully implemented and the agency is in compliance. Accreditation status represents a significant professional achievement. Accreditation acknowledges the implementation of written directives, policies, and procedures that are conceptually sound and operationally effective. The Michigan Association of Chiefs of Police (MACP) has pursued the concept and development of a voluntary statewide law enforcement accreditation program for Michigan. This effort has resulted in the formation of the Michigan Law Enforcement Accreditation Commission (MLEAC).⁸

On Friday, January 27, 2017 the first Advocates and Leaders for Police and Community Trust (ALPACT) meeting for the Grand Traverse region convened at the Oleson Center on the campus of Northwestern Michigan College. It has been nearly a year from the initial meeting. ALPACT has become very successful in the region as we have formed our by-laws, set a training agenda, and elected our co-chairs: Marshall Collins, TBAISD School Health Specialist, and Chief Jeff O'Brien, Traverse City Police Department. This has been very exciting to have established this initiative in the Grand Traverse region and to engage law enforcement agencies and leaders as we continue the dialogue about strengthening police and community trust. The ALPACT initiative has been recognized as a proactive measure, helping communities enhance communication while decreasing the potential for negative and disruptive aftermath following an incident.

⁷ President's Task Force on 21st Century Policing. 2015. Final Report of the President's Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services.

⁸ Neal A. Rossow MACP Director of Professional Development MACP Accreditation Program Director 3474 Alaiedon Parkway, Suite 600 Okemos, MI 48864.

PILLAR 3

TECHNOLOGY & SOCIAL MEDIA

Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy.⁹

We live in a time when technology and its many uses are advancing far more quickly than are policies and laws. “Technology” available to law enforcement today includes everything from body-worn cameras (BWC) to unmanned aircraft to social media and a myriad of products in between. All of these are on the radar for implementation in our five year plan.

The use of technology can improve policing practices and build community trust and legitimacy, but its implementation must be built on a defined policy framework with its purposes and goals clearly delineated. Implementing new technologies can give police departments an opportunity to fully engage and educate communities in a dialogue about their expectations for transparency, accountability, and privacy. But technology changes quickly in terms of new hardware, software, and other options. Law enforcement agencies and leaders need to be able to identify, assess, and evaluate new technology for adoption and do so in ways that improve their effectiveness, efficiency, and evolution without infringing on individual rights.

Thus, despite (and because of) the centrality of technology in policing, law enforcement agencies face major challenges including determining the effects of implementing various technologies; identifying costs and benefits; examining unintended consequences; and exploring the best practices by which technology can be evaluated, acquired, maintained, and managed. Addressing these technology challenges by using research, accumulated knowledge, and practical experiences can help agencies reach their goals,¹⁰ but law enforcement agencies and personnel also need to recognize that technology is only a tool for doing their jobs: just because you have access to technology does not necessarily mean you should always use it.¹¹

BWCs are a case in point. An increasing number of law enforcement agencies are adopting BWC programs as a means to improve evidence collection, to strengthen officer performance and accountability, and to enhance agency transparency. By

⁹ President’s Task Force on 21st Century Policing. 2015. Final Report of the President’s Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services.

¹⁰ Elizabeth Groff and Tom McEwen, Identifying and Measuring the Effects of Information Technologies on Law Enforcement Agencies: The Making Officer Redeployment Effective Program (Washington, DC: Office of Community Oriented Policing Services, 2008), <http://www.cops.usdoj.gov/Publications/e08084156-IT.pdf>; Christopher S. Koper, Cynthia Lum, James J. Willis, Daniel J. Woods, and Julie Hibdon, Realizing the Potential of Technology in Policing: A Multi-Site Study of the Social, Organizational, and Behavioral Aspects of Implementing Police Technologies (Washington, DC: National Institute of Justice, 2015), <http://cebcp.org/wpcontent/evidence-based-policing/ImpactTechnologyFinalReport>.

¹¹ IACP Technology Policy Framework (Alexandria, VA: International Association of Chiefs of Police, 2014), <http://www.theiacp.org/Portals/0/documents/pdfs/IACP%20Technology%20Policy%20Framework%20January%202014%20Final.pdf>.

documenting encounters between police and the public, BWCs can also be used to investigate and resolve complaints about officer-involved incidents.

Jim Bueermann, retired chief of the Redlands (California) Police Department and President of the Police Foundation, told the task force about a seminal piece of research that demonstrated a positive impact of BWCs in policing. The researchers used the gold standard of research models, a randomized control trial, in which the people being studied are randomly assigned either to a control group that does not receive the treatment being studied or to a treatment group that does.

The results of this 12-month study strongly suggest that the use of BWCs by the police can significantly reduce both officer use of force and complaints against officers. The study found that the officers wearing the cameras had 87.5 percent fewer incidents of use of force and 59 percent fewer complaints than the officers not wearing the cameras.

One of the important findings of the study was the impact BWCs might have on the self-awareness of officers and citizens alike. When police officers are acutely aware that their behavior is being monitored (because they turn on the cameras) and when officers tell citizens that the cameras are recording their behavior, everyone behaves better. The results of this study strongly suggest that this increase in self-awareness contributes to more positive outcomes in police-citizen interaction.¹²

When we transition to BWCs members from the department, public, and administration will be involved in the process of implementing protocols for the use of Body Worn Cameras.

¹² Listening Session on Technology and Social Media: Body Cameras-Research and Legal Considerations (oral testimony of Jim Bueermann, president, Police Foundation, for the President's Task Force on 21st Century Policing, Cincinnati, OH, January 31, 2015); Ariel Barak, William A. Farrar, and Alex Sutherland, "The Effect of Police Body-Worn Cameras on Use of Force and Citizens' Complaints Against the Police: A Randomized Controlled Trial," *Journal of Quantitative Criminology* 2014.

PILLAR 4

COMMUNITY POLICING AND CRIME REDUCTION

*Community policing requires the active building of positive relationships with members of the community.*¹³

Trust can never be taken for granted.

We have started the implementation of strategies to build on this trust by our park and walk directed patrol. The Tart Trail, beaches, and downtown bicycle patrol was very successful this past summer and we will continue with the program.

One of the areas the 21st Century Policing report emphasizes is the fact that police agencies should admit that they have practiced discriminatory acts against minority communities. One area that the TCPD is culpable is our past interactions with the LGTBQ community. We launched our liaison with the community in 2017 and we will build on gaining their trust for years to come. Every officer in the department will receive LGTBQ awareness training in the spring of 2018. We will continue to build on relationships with Danns House and Safe Harbor. The homeless are the most vulnerable and time consuming of any population that we provide a service.

We will continue to work with the TCAPS, and the 5 County Substance Free Drug coalitions to problem solve the opiate addiction affecting our community. In order to achieve internal legitimacy we will involve employees in the process of developing policies and procedures. We are realizing our community policing model through participating in Traverse City Walks to School Day. Our partnerships with Norte have brought a bicycle safety program to our community that was attended by local law enforcement officers and members of the community. This training was held on the campus of Northwestern Michigan College

The Big Brothers Big Sisters Program has been successful for the last two years and we have made an impact on disadvantaged youth in our school system. School safety programs with the partnership of Safe Kids North Shore help promote stranger danger and bicycle safety. We reintroduced our officers attending the Neighborhood Associations Meetings. Each officer in the department will have an opportunity to attend a meeting in the near future. Community policing is a philosophy as well as a way of doing business. The commitment to work with communities to tackle the immediate and longer-term causes of crime through joint problem solving reduces crime and improves quality of life. It also makes officers safer and increases the likelihood of individuals to abide by the law.¹⁴

¹³ President's Task Force on 21st Century Policing. 2015. Final Report of the President's Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services.

¹⁴ Community Policing Defined (Washington, DC: Office of Community Oriented Policing Services, 2014), <http://ric-zaiinc.com/Publications/cops-p157-pub.pdf>.

All I have heard from the officers that attended the Community Policing Seminar we hosted was positive. One officer told me, “That was the best training I ever had.” Hats off to R/Chief Harry Dolan for hosting the training at the TCPD. We will continue to train our officers in the concepts of Community Policing. A primary philosophy of Community Policing is the fact that officers are rewarded for doing Community Policing activities and not the traditional forms of officer evaluations. Tickets and arrests are a “tool in your tool box.”

From the report it states: Collaborative approaches that engage professionals from across systems have emerged as model practices for addressing community problems that are not resolvable by the police alone. These team approaches call upon law enforcement agencies, service providers, and community support networks to work together to provide the right resources for the situation and foster sustainable change.

Multiple witnesses before the task force spoke of departments coordinating mental health response teams that include mental health professionals, social workers, crisis counselors, and other professionals making decisions alongside the police regarding planning, implementing, and responding to mental health crisis situations. But this model is applicable to a number of community problems that regularly involve a police response, including homelessness, substance abuse, domestic violence, human trafficking, and child abuse. Ultimately, the idea is for officers to be trained and equipped to make use of existing community resources in the diffusion of crisis situations.¹⁵

One of the best ways to work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community is the SARA problem solving model.

The SARA Model¹⁶

**A commonly used problem-solving method is the SARA model (Scanning, Analysis, Response and Assessment). The SARA model contains the following elements:
Scanning:**

- Identifying recurring problems of concern to the public and the police.**
- Identifying the consequences of the problem for the community and the police.**
- Prioritizing those problems.**
- Developing broad goals.**
- Confirming that the problems exist.**
- Determining how frequently the problem occurs and how long it has been taking place.**

¹⁵ President’s Task Force on 21st Century Policing. 2015. Final Report of the President’s Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services.

¹⁶ Center for Problem-Oriented Policing. The SARA Model 2016 POP Conference Oct 24-26, 2016 Tempe, AZ <http://www.popcenter.org/about/?p=sara>.

- **Selecting problems for closer examination.**

Analysis:

- **Identifying and understanding the events and conditions that precede and accompany the problem.**
- **Identifying relevant data to be collected.**
- **Researching what is known about the problem type.**
- **Taking inventory of how the problem is currently addressed and the strengths and limitations of the current response.**
- **Narrowing the scope of the problem as specifically as possible.**
- **Identifying a variety of resources that may be of assistance in developing a deeper understanding of the problem.**
- **Developing a working hypothesis about why the problem is occurring.**

Response:

- **Brainstorming for new interventions.**
- **Searching for what other communities with similar problems have done.**
- **Choosing among the alternative interventions.**
- **Outlining a response plan and identifying responsible parties.**
- **Stating the specific objectives for the response plan.**
- **Carrying out the planned activities.**

Assessment:

- **Determining whether the plan was implemented (a process evaluation).**
- **Collecting pre- and post-response qualitative and quantitative data.**
- **Determining whether broad goals and specific objectives were attained.**
- **Identifying any new strategies needed to augment the original plan.**
- **Conducting ongoing assessment to ensure continued effectiveness.**

Community policing is not just about the behavior and tactics of police; it is also about the civic engagement and capacity of communities to improve their own neighborhoods, their quality of life, and their sense of safety and well-being. Members of communities are key partners in creating public safety, so communities and police need mechanisms to engage with each other in consistent and meaningful ways. Community policing, therefore, is concerned with changing the way in which citizens respond to police in more constructive and proactive ways. If officers feel unsafe and threatened, their ability to operate in an open and shared dialogue with community is inhibited. On the other hand, the police have the responsibility to understand the culture, history, and

quality of life issues of the entire community—youth, elders, faith communities, special populations—and to educate the community, including its children, on the role and function of police and ways the community can protect itself, be part of solving problems, and prevent crime. Community and police jointly share the responsibility for civil dialogue and interaction.¹⁷

**Table 1. Changing Interpretation of Collaboration: Traditional Policing Model to
a
Community Policing Model¹⁸**

Policing Model/ Activity (Continuum)	Characteristics (Progression From Traditional to Community Policing Model)	Collaboration (Evolution From Traditional to Community Policing Model)
Traditional Policing model	Crime Control, 911, calls for service	"Them versus us"
Consultation on department activities	Through the media civilian review	Public support encouraged
Organizational structuring toward local-based policing	Community engagement in problem identification	Information sharing
Partnership activity	Community participation in tackling crime and disorder problems	Volunteers, pooling resources, joint training
Long-term priorities identified	Shared participation in tackling broader "community health" issues	Interagency partnerships working for agreed outcomes
Community Policing Model	Understanding of contribution toward preventing/tackling crime, fear, and disorder	Community working with police support

¹⁷ President's Task Force on 21st Century Policing. 2015. Final Report of the President's Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services.

¹⁸ Nicholl, Caroline G. Community Policing, Community Justice, and Restorative Justice: Exploring the Links for the Delivery of a Balanced Approach to Public Safety. Washington, DC: U.S. Department of Justice, Office of Community Oriented Policing Services, 1999.

PILLAR 5

TRAINING AND EDUCATION

Hiring officers who reflect the community they serve is important not only to external relations but also to increasing understanding within the agency.¹⁹

Homegrown Cops

During the next year, at minimum, we would like to implement a joint training program where senior high school students with an interest in employment with local law enforcement, community members interested in becoming police reserves and certified seasonal law enforcement officer's work and learn together. Subsequent to the training, qualified students interested in continuing their time with the Traverse City Police Department while attending a local law enforcement academy would be hired part-time to assist officers and administrators. This program would strive to implement a homegrown law enforcement hiring pool in which candidates who work with law enforcement officers and the community in various capacities throughout their high school and college years would eventually be hired as full time police officers by local departments in our community.

We are exploring several programs all of which have merit and have been successful at other police agencies. Some of these programs have already been implemented by TCPD and have been quite successful. We are exploring how to interconnect them to enhance their effectiveness and to create a step program with the end goal being the onboarding of a qualified and highly trained police recruit. This endeavor includes the following programs:

- **Police Explorers Program:** Summer “day camp” experience focusing on LE training and disciplines for 12 to 17 year olds hosted by TCPD.
- **Big Brothers Big Sisters Mentoring Program:** Is a current ongoing program in which includes school visits by our personnel as a reward system for accomplishments and good choices.
- **TBA/ISD Mentoring Program:** Formalize a “ride a long” program for current TBA/ISD Public Safety students.
- **TBA/ISD Public Safety Program:** SRO Jennilyn Oster is currently heavily involved in the program.
- **Police Cadet Program:** Additional part time civilian staff position for 18 and over criminal justice major college students.

¹⁹ President's Task Force on 21st Century Policing. 2015. Final Report of the President's Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services.

- **MCOLES Police Academy Internship Program: Formalized internship program for MCOLES criminal justice students.**
- **Reserve Police Officer Program: Current program is active and very successful.**
- **Citizen's Police Academy: Reintroduce a very successful program.**
- **Seasonal Police Officer Program: Introduced in 2017; expand current program from 2 to 4 officers during peak call load seasons (2nd and 3rd quarters of the year).**
- **NMC Police Academy Instructor and Adjunct Professor Program: Current TCPD Officers as instructors building networks and liaisons with potential recruits. Four officers currently serve as academy instructors and/or adjunct professors at NMC.**
- **TCPD Recruiting Program: We will formalize recruitment officers to actively recruit by attending academy classes from their alma mater.**

PILLAR 6

OFFICER WELLNESS & SAFETY

*The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies but also to public safety.*²⁰

Most law enforcement officers walk into risky situations and encounter tragedy on a regular basis. Some, such as the police who responded to the carnage of Sandy Hook Elementary School, witness horror that stays with them for the rest of their lives. Others are physically injured in carrying out their duties, sometimes needlessly, through mistakes made in high stress situations. The recent notable deaths of officers are stark reminders of the risk officers' face. As a result, physical, mental, and emotional injuries plague many law enforcement agencies.

However, a large proportion of officer injuries and deaths are not the result of interaction with criminal offenders but the outcome of poor physical health due to poor nutrition, lack of exercise, sleep deprivation, and substance abuse. Yet these causes are often overlooked or given scant attention. Many other injuries and fatalities are the result of vehicular accidents.

The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies but also to public safety. An officer whose capabilities, judgment, and behavior are adversely affected by poor physical or psychological health not only may be of little use to the community he or she serves but also may be a danger to the community and to other officers. As task force member Tracey Meares observed, "Hurt people can hurt people."²¹

The Traverse City Police Department will promote safety and wellness at every level of the organization. We will continue to provide payroll incentives to officers that participate in our physical fitness program. Working with the unions the plan is to implement a holistic health assessment for all of our personnel with health professionals.

Safety and wellness issues affect all law enforcement professionals, regardless of their management status, duty, or tenure. Moreover, line officers are more likely to adopt procedures or change practices if they are advised to do so by managers who also model the behavior they encourage. It has been established by significant bodies of research that long shifts can not only cause fatigue, stress, and decreased ability to concentrate but also lead to other more serious consequences. Fatigue and stress undermine not only the immune system but also the ability to work at full capacity, make decisions, and maintain emotional equilibrium. Though long shifts are understandable in the case of emergencies, as a standard practice they can lead to poor morale, poor job

²⁰ President's Task Force on 21st Century Policing. 2015. Final Report of the President's Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services.

²¹ Listening Session on Officer Safety and Wellness (comment of Tracey Meares, task force member, for the President's Task Force on 21st Century Policing, Washington, DC, February 23, 2015).

performance, irritability, and errors in judgment that can have serious, even deadly, consequences.

CONCLUSION

A crucial insight is that leadership can be exercised without formal authority. Informal authority can create the basis for leadership. The distinction is crucial in that sometimes people think that they must first obtain a level of formal authority before they can exercise leadership, or that the problems facing a community can only be addressed by those in positions of formal authority. Nothing could be further from the truth.²²

The community policing philosophy has to be the culture within the police agency. Everyone in the department has to be a community police officer. Community policing itself must remain fluid and adaptable to changing community needs, perceptions, and expectations. As line officers you are in the best position to determine the needs of the department and the community. As you read, think about your skills and how you can systematically fit into the community policing philosophy. I learned a long time ago as a police officer I do not have all the answers, however; being a police officer puts me in a position to bring people to the table to get the answers.

I look forward to working with all of you in a very challenging year.

²² Bouwhuis, S. (2007). Leadership Harvard Style. *Australian Journal of Public Administration*, 66(4), 507-511. doi:10.1111/j.1467-8500.2007.00548.x



OFFICE OF THE CHIEF OF POLICE ADMINISTRATION

The office of the Chief of Police includes a full-time Administrative Assistant, Lisa Green and a part-time Administrative Clerk, Joanne Tuck.

Ms. Green is a 21 year employee of the City specifically assigned to the office of the Chief of Police in the capacity of Administrative Assistant. Ms. Green is honored to serve her third Chief of Police, Jeffrey O'Brien.

The Administrative Assistant to the Chief of Police works closely with the Chief on his goals and direction of the department.

In addition to this charge, Ms. Green is responsible for the day-to-day operation of the police administrative wing and serves as a liaison with the police command staff, department personnel, city staff, the public, and other outside agencies.

Her emphasis is on all administrative duties including the supervision of the part-time Administrative Clerk who serves in an administrative support role to the Administrative Assistant. Additionally, the Administrative Clerk is responsible for the work dictated by the Property and Evidence Section of the department.

SCHOOL CROSSING GUARDS

Ms. Green in conjunction with School Resource Officer Soffredine work closely with the department's School Crossing Guards. This is a long term community policing partnership with Traverse City Area Public Schools (TCAPS).

The department is proud of the partnership maintained with Traverse City Area Public Schools in providing well trained, responsible, and caring Crossing Guards. The City employs five long term Crossing Guards who are supervised by SRO Soffredine and are coordinated through Lisa Green.

Our Crossing Guards and their specific dates of hire are as follows:

- **Peggy Weber February 7, 2000**
- **Lisa McQueen January 21, 2002**
- **Sally Lobb September 13, 2007**
- **Sue Chang March 26, 2008**
- **Beth Stepke November 11, 1996**

Our Crossing Guards cross at the following TCAPS' Elementary Schools:

- **Traverse Heights Elementary - Peggy Weber**
- **Willow Hill Elementary – Lisa McQueen**
- **Eastern Elementary – Sally Lobb and Sue Chang**

Peggy Weber serves as Crossing Guard at Traverse Heights Elementary while Lisa McQueen serves as Crossing Guard at Willow Hill Elementary. Both Ms. Weber and Ms. McQueen are well established Crossing Guards serving our department and TCAPS since February 7, 2000, and January 21, 2002, respectively.

Sally Lobb and Sue Chang share Crossing Guard duties for Eastern Elementary school. Ms. Chang serves as Crossing Guard in the morning while Ms. Lobb serves as Crossing Guard in the afternoon. Ms. Lobb has occupied the role of Crossing Guard since September 13, 2007, and Ms. Chang since March 26, 2008.

This is a special year for the pupils and families associated with Eastern Elementary. TCAPS has embarked on the reconstruction of Eastern Elementary school. It is TCAPS intention to have the reconstruction completed by the start of the 2018-2019 school year. During this exciting time the pupils of Eastern Elementary are transported from Central High school to the former Bertha Vos Elementary school located in Williamsburg, MI. With this temporary relocation, Sally Lobb and Sue Chang serve as Crossing Guards from the Central High school location.

Beth Stepke serves as our longest standing substitute Crossing Guard. She previously served as a Crossing Guard at Oak Park Elementary when it operated as a TCAPS' Elementary school. After many years of service, Ms. Stepke assumed the much needed position of substitute. She has served our department, TCAPS, and our community's children since 1996.

Our Crossing Guards are trained annually by Joe Soffredine, School Resource Officer, sometime during the month of August. This mandatory training emphasizes the Crossing Guard's roles and responsibilities. Every other year the Crossing Guards are certified in CPR. All necessary Crossing Guard equipment is provided to them by our department.

The Crossing Guards' schedules operate on TCAPS's Monday through Friday calendar with their schedules being dictated by the various start and release times set forth by the specific Elementary school they are assigned.

We are proud to have such seasoned personnel as members of our department and who serve as a reminder to our community policing philosophy that we are here to serve and protect our citizens'. We all agree working to protect and keep the children of our community safe from harm is a top priority. This is a role our Crossing Guards are committed to and take very seriously.

ADMINISTRATIVE CLERK

We are pleased to introduce Joanne Tuck as a new member of our department. Ms. Tuck was hired as a part-time Administrative Clerk on December 19, 2016, to assist the Administrative Assistant with administrative duties related to the Chief's office including the tasks associated with the Property and Evidence Section of the department.



Ms. Tuck has concentrated her efforts over the last year addressing the needs associated with our Property and Evidence Section. Within those duties, she is responsible for the organization, coordination, coalition, and storage of evidence in the property room. This includes working with the transfer of property between citizens, officers, the Prosecuting Attorney's Office and the Michigan State Police crime laboratory. Ms. Tuck is diligently working to update, organize, clean and purge, property and evidence long overdue for disposal. Her contribution to the department is exemplary.

The Property and Evidence Section is the responsibility of the Captain of the Investigative Services Division of our Department. Captain Bussell serves in this capacity where he supervises and guides Ms. Tuck in the area of Property and Evidence management.

Below are some of the processes Ms. Tuck, with the support of Jim Bussell, Captain, Investigative Services Division and Lisa Green, Administrative Assistant to the Chief of Police, has been committed to addressing in her first year of employ.

- **Evidence/Property Tagging:** Now in printed format rather than hand-written.
- **Narcotics/Drugs Packaging:** All powders are double plastic sealed. No field testing is allowed. Packaging specifications mandated by the MSP Crime Lab are strictly followed.
- **POD (Prescription & Over the Counter Drop Off):** The Law Enforcement Center offers a public drop box referred to as the "POD" where outdated, unused, and/or unwanted over the counter or prescription medications can be disposed of. Collected medications are disposed following strict guidelines with the disposal/incineration of these items. To date, the "POD" program has collected 5,310 pounds of unwanted medications.
- **Safe Items – Cash and Jewelry:** Intense purging completed with the removal of very old items. Unclaimed cash and jewelry converted to surplus property with unclaimed cash proceeds turned over to the City Treasurer for deposit.
- **Firearms**
Captain Bussell, Lisa Green, and I worked on the process to release guns. Policy now in place based on State of Michigan law. Total firearms submitted this year equal 35. Of the 35; 15 have been released/destroyed/disposed.

- **Recovered Bicycles**
Bicycles are now sold via an on-line auction site utilized by the City's Garage. Dave Courtad, Garage Superintendent coordinates and oversees the on-line sale of surplus property. This partnership has greatly streamlined this process.
- **Barcode Scanner Inventory Tracking**
In October of 2017 we ordered and put to use a hand scanner to conduct inventories in the property room at a cost of \$1,700. An entire City evidence inventory will be conducted to establish a baseline of the City's Property and Evidence Section. A system of tagging the Property and Evidence Section shelving is being completed to assist in location tracking. This investment makes this all possible and saves Ms. Tuck time in her inventory process.

INVESTIGATIVE DIVISION OVERVIEW

The Investigative Division, also referred to as our Detective Bureau, consists of the Division Captain, one Detective Sergeant, three Detectives, two School Resource Officers, one Narcotics Officer, and four Crime Scene Technicians. The property and evidence section falls under the responsibility of the Captain of the Investigative Division. The chain of command is Detective Captain, Detective Sergeant and then all other sworn Division personnel as peers on a seniority basis reporting directly to the D/Sergeant. Detectives have crime scene and investigative case authority over senior Patrol Officers and Road Sergeants once assigned. Currently, the "Crimes Against People" Detective is the most senior Detective. Several Detectives are trained in multiple disciplines and responsibilities both inside and outside the Investigative Division. Responsibilities outside the Division such as ERT, Firearms, and Armorer are not listed but are fulfilled by Division personnel.

DETECTIVE BUREAU PERSONNEL



Detective Bureau Overview

Detective Captain – Captain Jim Bussell, #202

Major Investigations

FOIA

Media Relations

Case Review

PAO Liaison

LARA – LCC Investigation Compliance

Internal Audits and Inspections

DV Case Monitoring

Policy and Procedure review, development and research

Division Training Coordination and Selection

Division Purchasing

Payroll and OT approval

Social Media outreach and management

Crime Mapping management

Special Investigations and projects as determined by the Chief of Police and City Manager

Captain Bussell was promoted to D/Sgt. in 2013 and D/Captain in 2015. He continues to serve as the Investigative Division Commander.

Detective Sergeant – D/Sgt. Erich Bohrer, #215

Major Investigations

Case/Detective Assignment

Case/Detective Management

Scheduling

Payroll and OT management

DV Coalition/WRC Liaison

DV Case Review

D/Sgt. Bohrer was promoted in February of this year from a road patrol Sergeant to Detective Sergeant. In April he voluntarily returned to road patrol due to staffing shortages. He returned back to the Detective Bureau in July after the Cherry Festival. His primary duty and mission is the effective management of the Detectives, case assignment and case review. He also has the ability to work cases himself as he deems necessary because of case-loads and need. This year he assigned himself 24 investigations: 6 larcenies, larceny from auto, and larceny from coin operated device; 1 follow up on leaving the scene of a fatal crash; 1 sex trafficking tip; 2 DHS referrals; 1 breaking and entering; 1 suspicious complaint; 1 missing person; 1 domestic assault; 1 attempted suicide; 1 shooting - bullet to the chest; 1 natural death; 3 CSC investigations; 3 fraud complaints; and 1 fatal fire.

Detective – Crimes Against People – Detective Evan Warsecke, #294

Major Assaultive Crimes, Armed Robbery, Weapons Violations

CSC Investigations

Child Advocacy Center Liaison

Child Forensic Interviewer

Department of Human Services Referrals – Children

Human Trafficking Investigations

In 2017 Detective Warsecke investigated 61 cases to include:

- 4 Death Investigations**
- 1 Attempt Homicide**
- 18 CSC complaints**
- 10 CPS/APS Referrals**

Detective – Financial & Computer Crimes, Detective Matt Verschaeve, #292

Fraud, Embezzlement, Counterfeiting Investigations

All Computer crimes

Social Media Investigations and Crimes

Computer and Cellular Devices Forensic Examinations

Child Forensic Interviewer

Department of Human Services Referrals – Vulnerable Adults

Traverse Area Security Officers Association (Financial Institutions)

Bureau audio, video, computer and surveillance equipment research, management and technical support.

UAS (Drone) development and implementation.

In 2017 Detective Verschaeve was assigned 34 cases through the TCPD DB and an additional 53 cases through ICAC (see that section for further). He also conducted 4 Pre-Employment Background investigations; trained current firearms instructors with Firearms Simulator set up and operation; trained current armorer with weapon maintenance and minor repair; assisted current firearms instructors with Government inventory program and weapon maintenance-assisting with transition to new; current armorers and instructors; and conducted numerous research queries for DB equipment including the compilation of equipment pricing proposals.

Detective – Property Crimes – Detective Jill Markoski, #293

Burglary, Larceny, MDOP and UDAA Investigations

Liquor Control

Child Forensic Interviewer

Employment Background Investigations (TCPD, TCFD, GTCD and as requested by City Departments)

Hostage Negotiation

Pawn Transactions

Precious Metal Dealer Licensing

Assist with Human Trafficking Investigations

In 2017 Detective Markoski, in part, investigated the following cases: 1 CSC case, 9 Breaking and Entering cases, 7 Larcenies/Fraud case, 1 Perjury case, 1 Suspicious Death case, 1 Human Trafficking case, 12 Liquor License Investigations, and 2 TCPD Employment background investigations.

Detective Bureau Statistics

Complaint Status Log

Cases that were referred to the Detective Bureau from the Road Patrol Division are tracked internally on the Complaint Status Log as a “safety net” to insure a case is not forgotten about and not investigated. These numbers would not reflect self-initiated cases by the DB or cases referred by other agencies such as Adult and Child Protective Services. These numbers are very arbitrary and depend on supervisors logging complaints sent back to the DB. Many cases sent back to the DB are intercepted by DB Records by the forwarding of a hard copy report and then assigned out this way and do not make it to the Complaint Status Log.

	Referred	Sent back
2015	72	11
2016	108 (50%)	7
2017	77 (-28%)	7

AEGIS DBOIC Reports

Case Offense Crime Code Summary and Case Status Disposition Summary reports are not all-inclusive report as of January 1st, meaning it does not reflect all cases assigned and investigated by the Division but is a fairly reliable barometer. Cases will continue to be added as the Records Division catches up on reports through the first quarter of 2018. It is reliable way to track activity from year to year and trends in specific crimes though. There’s a significant increase from 2016 to 2017. 2016 numbers are accurate. As stated, 2017 numbers will continue to climb through the first quarter of 2018.

Case Offense Crime Code Summary DBOIC

	Cases
2015	156
2016	144 (-7.69%)
2017	256 (77.77%)

Case Status and Disposition Summary DBOIC

	Total	Percent	Total	Percent	Cases
	Closed	Closed	Open	Open	Total
2015	131	95.62%	6	4.38%	137
2016	100	80%	25	20%	125 (-8.75%)
2017	200	88.11%	27	11.89%	227 (80.80%)

SCHOOL RESOURCE UNIT

School Resource Unit Overview

The Unit consists of two School Resource Officers. Both Officers are very active in public relations events included numerous training presentations to students and staff in a variety of TCAPS and TBA-ISD schools, K-9 sweeps and law enforcement assistance during the Career Tech Center Expo and various TCAPS and TBA-ISD functions. Several Public Safety Students attended Police Reserve Training and are currently involved in TCPD internships for their job shadow experience as they look at going into law enforcement upon graduation. SRO’s and Detectives attend all TCAPS

home football, basketball and hockey events as well as other TCAPS/TBA-ISD extracurricular functions as requested. This would include dances, proms, special speakers and political events.

TCCHS SRO – Officer Joe Soffredine, #232

One Detective assigned to Traverse City Central High School to investigate school and juvenile related crimes and incidents. This Detective also assists at all other TCAPS schools and facilities within the City limits. The position is fully funded by departmental budget. Among many other responsibilities, SRO Soffredine investigated 125 calls for service in 2017. SRO Soffredine also routinely takes overflow DB cases as requested and some of his cases are indicated in the general DB section key cases. He also personally trained and initially supervised two new Seasonal Bicycle Patrol Officers in the spring of 2017 after the TCAPS school year ended. This was a new program and Soffredine did an excellent job in preparing the new officers and program so that had the opportunity to be successful.

FAMILY ASSESSMENT & SAFETY TEAM (FAST TEAM)

SRO Soffredine is currently a member of the FAST Team Committee. This committee was set up after Northern Lakes Community Mental Health received a grant from the state of Michigan to start up a rapid response team to service children in crisis. The goal is to reduce the number of children that end up in the Hospital Emergency room as a result of a mental health crisis. The response team will respond to where the child is and then figure out what the next course of action will be. The FAST Team is made up of several community partners, including Third Level, Child and Family Services, and NLCMH.

GRAND TRAVERSE COUNTY DRUG FREE TASK FORCE

SRO Soffredine is a member of the Grand Traverse County Drug Free Task Force. The Task Force has several community members from varied disciplines to include health, addiction and abuse prevention, treatment, Schools and Law Enforcement. The Task Force meets once a month to develop and implement ideas concerning the education of High School and Middle School students concerning the danger of drug abuse. As a part of this organization Soffredine served on the committee that interviewed, selected and hired the task force coordinator.

TBA/ISD SRO – Officer Jennilyn Oster, #239

One Detective assigned to TBA/ISD to investigate school and juvenile related crimes and incidents. TBA/ISD maintains four campuses within the City. They consist of the main campus on Parsons Rd., New Campus in the Commons property, Oak Park Elementary and Traverse Heights Elementary. The position is fully funded by TBA/ISD through a contractual agreement. Officer Oster participated in 87 public relations events in 2017. She also spends countless hours working with the TBA/ISD public safety program, students and instructors.

Calls for Service: 311
Investigations Opened: 61
Arrests/Juvenile Petitions: 34

INTERNET CRIMES AGAINST CHILDREN TASK FORCE

Detective Verschaeve is assigned one day a week and as needed to this multijurisdictional team managed by the Michigan State Police. The team is located in Traverse City and assists with investigations by police agencies with child computer sex crime cases. Police agencies submitting investigative assist requests are within the MSP 7th and 8th Districts comprising of all of northern-lower Michigan and the Upper Peninsula.

In 2017 Detective Verschaeve assisted on approximately 53 cases during assignment to ICAC. He is highly trained in data extraction and forensic analysis of various computer and mobile devices.

Detective Verschaeve was officially recognized as an Expert Witness in the 28th Circuit Court in Wexford County by the Honorable Judge William Fagerman. The case was People v. Koshmider, Docket # 2016001433 on 7/14/2017. As a result of this recognition he is now eligible to offer expert testimony in any court in the State of Michigan.

Additionally, the ICAC team serves as its own raid/entry team, conducting tactical search warrant operations from related Child Sexually Abusive Material (CSAM) incidents. Detective Verschaeve participated in 5 raid/entry search warrant executions during this time period. The search warrant raid/entries resulted from ongoing ICAC investigations and/or investigations received from NCMEC (National Center for Missing and Exploited Children).

DOMESTIC VIOLENCE COALITION

The Bureau's D/Sgt. is assigned to the Grand Traverse County Domestic Violence Coalition and attends meetings monthly with an interdisciplinary group consisting of Judges, Court Officials, Prosecuting Attorney's Office Representatives, Victim's Rights Advocates, Women's Resource Center, other police agencies and a variety of other social service representatives. These meetings focus on prevention and enforcement issues, concerns and problems as they relate to the crime of domestic violence in the Grand Traverse Region. In 2016 the DB Captain began tracking DV assault cases. In 2016 84 assault cases were identified as being related to domestic violence. In 2017 115 cases have been tracked. This represents a 36.9% increase.

LIQUOR CONTROL COMMISSION LICENSE ENFORCEMENT

The department for the second year in a row is on schedule to complete onsite inspections of all LCC license holding establishments; 91 total. No major violations have been noted from the inspections. Minor violations are corrected on site. 117 inspections have been scheduled for 2018 and represent all MLCC licensees within our jurisdiction. This is a 28.5% increase in one year.

Year	Inspections	% change
2016	83	-
2017	91	(9.6%)
2018	117	(28.5%)

All MLCC documents are now stored electronically.

MLCC Enforcement Details

Beginning May 2017 Detective Markoski was assigned monthly random inspections of MLCC license holding establishments. Each month a list of LCC holders is created and those establishments are visited with the assistance of the Traverse City Fire Dept. The inspection is done covertly and primarily focuses on the serving of over intoxicated customers and occupancy compliance. A report is generated and submitted to the Captain of the Detective Bureau for review. Licensees were advised of this operation in the spring before it commenced and of our intent to be present in their businesses for enforcement purposes.

Sample cases:

17-03865 LCC Investigation and Violation

Investigation initiated after a large fight erupted at Streeters Entertainment Center. Investigation was completed by Detective Markoski and submitted. LCC determined a civil fine of \$500 to be assessed to Streeters.

17-07433 LCC Investigation and Violation

A complaint was received by the LCC indicating that a manager at the State Street Grille was harassing customers. This complaint was turned over to Detective Markoski. We were able to complete a detail where a violation was observed. LCC later fined the State St Grille civilly for allowing an employee to become intoxicated while working.

CRIME SCENE INVESTIGATION UNIT

The Unit consists of four full time Police Officers trained in processing crime scenes, collection of evidence and the analysis of evidence. They are Officer Jeremy Metdepenningen, #234; Officer Tim Smith, #227; Officer Jennilyn Oster, #239; and Officer Jessica Keller, #224. One Officer is assigned as CSI and CSI Laboratory manager, Officer Tim Smith who has been on the team since 2004.

Officer Jeremy Metdepenningen joined the unit in spring of 2016, Officer Jenny Oster came aboard spring of 2017, and our newest addition to the Unit is Officer Jessica Keller who joined us late fall of 2017. Evidence Techs in the CSI unit work on a rotating on-call list and between the four are available 24/7.

All of our Evidence Techs have been through the required two week training program hosted by the Michigan State Police, as well as other accredited schools and training programs. With this training and knowledge our Evidence Techs are able to: Identify physical evidence, preserve physical evidence, process physical evidence, collect physical evidence within accepted protocols, and document any transfer of custody while in the field. Our Evidence Techs will process the crime scene and while preserving the evidence collected, transport it back to the Traverse City Police Department Crime Lab. There the evidence is secured, processed, packaged, turned over to the evidence room for protection or submitted to the MSP crime lab for further analysis.

Other responsibilities that the Evidence Techs handle are assisting road Officers with the processing of any evidence that they may collect on a scene where an Evidence Tech was not called out. This evidence is logged in by the Officer and turned over to the evidence room where it is put into the intake and turned over to the CLAB for further processing. The Evidence Techs will also assist the Accident Investigation team w/ fatal car crashes or severe PIA's, as well as the TCFD with structure fires/Arson investigations.

In 2017 the CSI unit was called to a wide range of complaints such as; Homicide, Attempted Homicide, Suspicious Death's, Suicides, Attempted Suicides, Drowning, Drug over doses resulting in death, Criminal Sexual Conduct cases, felonious Assault and battery Complaints, Home Invasions, Breaking and Entering's, Stolen Vehicle recovery, Larceny from auto's (LFA), Weapons complaints. With each case that an Evidence Tech works there are several if not dozens of pieces of evidence that are photographed, collected, preserved, and processed for any suspect DNA, latent prints, or any evidence that can assist in bringing a suspect into custody.

The addition of two new Officers to the CSI Unit in 2017 has allowed for improved time management, better organization and more equitable case load distribution based on availability and need. Newly implemented this year, each Evidence Tech is scheduled one exclusively dedicated Lab day per month in order to keep up with the case load and maintaining structure and accountability within the Lab. CSI Evidence Techs continue to process cases while on regular duty but with ever increasing calls for service a dedicated day became necessary. New Policy and Procedures are also being established as well as updating the report writing system within the Crime Scene Unit.

We have also added new storage units in the Evidence garage to better keep organized, purchased a new camera and updated equipment within the crime lab as well as our mobile crime scene unit.

2017 has produced much needed change within the crime scene unit and evidence room allowing for new opportunities personnel as well as investigative methods. Implementation of additional Evidence Techs, mandatory training, and designated lab days will continue into 2018 ensuring an improved system for record-keeping and statistical data and maintaining proficiency among the CSI Evidence Techs and CSI Lab.

DIGITAL MEDIA EVIDENCE

In late 2013 the department implemented an internal digital evidence storage system set up on a secure network and a 7TB hard drive that is backed up daily. Photographs, video, audio, PDF's and any other form of digital media evidence is electronically submitted and stored on this drive. This is accomplished through daily monitoring and management by the Investigative Services Division Captain. Below is a table of the submissions since implementation of the system. We are networked with the Grand Traverse County Prosecuting Attorney's Office for transfer of data evidence needed in judicial proceedings. This system has dramatically increased our efficiency in the security and exchange of information.

Year	GB data submitted	%change	Cases Submitted	%change	Files Submitted	%change	Folders Submitted	%change
2014	83.6	--	136	--	45,090	--	1,602	--
2015	129.0	54.30%	412	202.94%	46,625	3.40%	2,829	76.59%
2016	118.0	-8.52%	532	29.12%	30,483	-34.62%	5,104	80.42%
2017	151.0	27.96%	705	32.52%	11,450	-62.43%	1,339	-73.76%

COMMUNITY POLICING INITIATIVE AND CRIME PREVENTION

On a Division-wide basis we are committed to Community Policing Principles and activities. Detectives routinely participate in departmental tours, civic and citizen group presentations concerning crime prevention techniques and youth mentoring programs. The Division has researched and implemented Crime Mapping software and is in the process of developing statistical compilation, analysis of crime trends/patterns and the distribution of such findings throughout the department.

DIVISION TRAINING

Officers and employees of the division participated in a multitude of training courses, seminars and conferences to include the following:

Advanced Interview and Interrogation Techniques
 Basic Honor Guard Training Course
 Carfax for LEO Training
 Community Mental Health Training – Mental Health First Aid for First Responders
 Community Policing: Winning Back your Community
 CORE Training (several annually required and basic classes)
 Criminal Interview and Interrogation Techniques
 FBI Crime Scene Analysis and Processing
 Incident Command Systems for Law Enforcement
 Internet Crimes Against Children update
 MSP Crime Scene Technician Training
 MSP Raid Entry School
 MSP Surveillance School
 MSP Undercover Narcotics School
 NASRO Basic School Resource Officer Training
 Property and Evidence Room Management
 Vulnerable Adult Investigations Training

DIVISION GOALS

Implementation of UAS (Drone) program
 Research began in late 2017 for the training and equipment acquisition of a TCPD Drone program. A drone will assist the department in several areas of investigation to include crime scene mapping and photography, accident investigation reconstruction, search and rescue and overt surveillance at special events. This program will entail FAA licensing and the purchase of a Drone for surveillance and crime documentation

purposes. Assistance with training, licensing and equipment will be through NMC and their newly developed Drone operation program. The implementation of the TCPD Drone program will begin in early 2018 and be completed and implemented as soon as all legal requirements and training have been met.

Implementation of solvability factors in the determination of DB case acceptance and assignment.

This remains a goal of the division. It was learned that our current report software system does have a module that supports this feature. Research continues into the implementation.

Expansion of crime analysis beyond Crime Mapping into Comp Stat and community policing strategies

We're still exploring systems and methods compatible with our current record keeping system. We also need to identify personnel with the time and capability of bringing this system forward. The process is ongoing.

ROAD PATROL DIVISION

RECAP 2017

In 2017 the Traverse City Police Department implemented several Community Policing programs. We anticipate continued success as we work as partners with many local organizations to meet the needs of our community's members. We are committed to continued discussions and evaluations with our partners as we strive to reach out and address important issues facing Traverse City. We cannot do this alone, we must have strong community support who realize the importance as to the benefits of working together. It is my pleasure to list the following organizations we have partnered with during 2017. I expect our partnerships and programs will continue to grow in future years.

- **Safe Kids North Shore**
- **Big Brothers Big Sisters**
- **Operation Chill (7-11)**
- **Norte**
- **Safe Harbor**
- **Michigan State Police**
- **Grand Traverse County Sheriff Department**
- **86th District Court Community Outreach**

ACHIEVEMENTS

- Enriched our Community Policing Program through growth
- National Walk to School Day
- Park and Walk
- Neighborhood Meetings
- Seasonal Bike Officers
 - Bicycle Safety Program
- Sobriety Court
- Traffic Committee
- Firearms Program
- K9 Program
- Interdiction Team
- Motor Cycle Unit
- Field Training Program
- Emergency Response Team
- Honor Guard
- Training

GOALS 2018

- Expand areas of service, selecting specific programs that would benefit particular service areas based on results that have made an impact in similar demographics.
- Ensure all staff members complete the Community Police Program with Dolan Consultants to ensure our department staff members are all using the same techniques and philosophies as outlined in the *Policing in the 21st Century* training.
- On November 2, 2017, the Michigan State Police started the Roadside Drug Testing Program in 5 counties in Lower Michigan. This is something we are going to have to research and send an Officer to learn - DRE (Drug Recognition Expert) training. It will be important the department has a DRE trained officer on staff who is trained in recognizing drugged drivers. With the State changes in the marijuana laws we anticipate an increased amount of drugged driving in our area.

COMMUNITY POLICING 2017

We diligently worked to form several partnerships and community relationships to help the department focus on the ever-changing responsibilities within our community. Community policing emphasizes working with neighborhood residents, along with other community members, to identify problems and collaborate on implementing solutions. Please see the following activities we participated in to build these relationships.

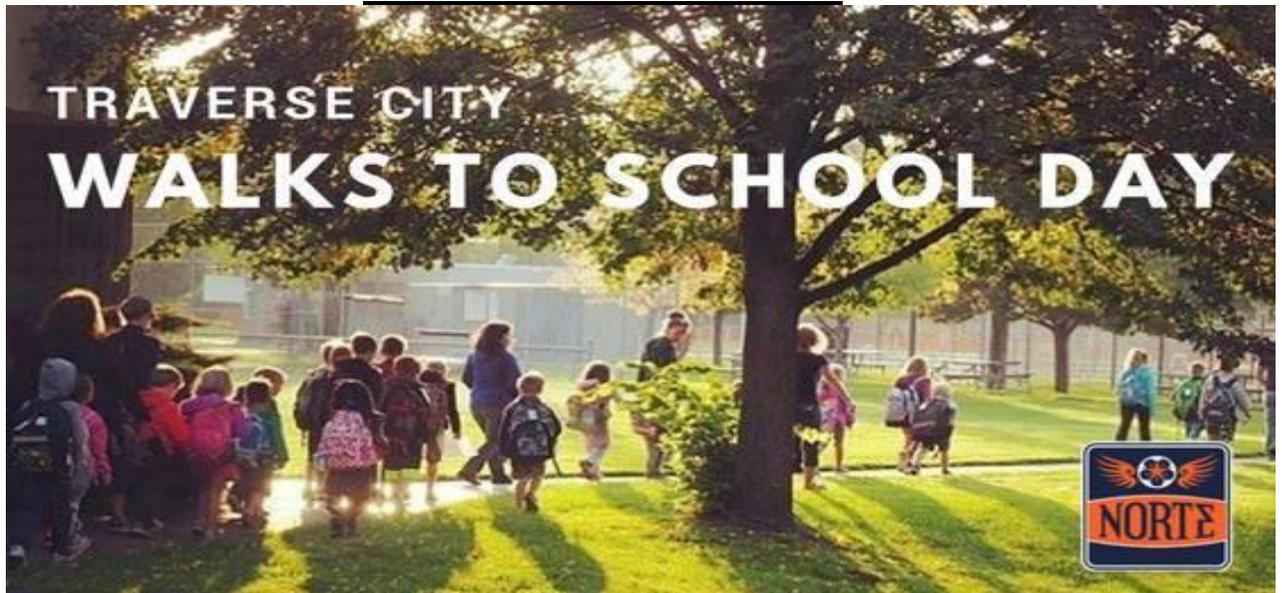
In 2017 we reached out to the Grand Traverse County Sheriff Office and the Michigan State Police to discuss the coordination of efforts in support of the National Cherry Festival. It became increasingly evident over several meetings with the Department of Homeland Security, that in order to secure and protect the National Cherry Festival and its guests we needed additional law enforcement presence at this large and popular event. A good working relationship with other local law enforcement agencies was identified as imperative in having the resources necessary to conduct this event in a safe manner.

In addition to our sworn personnel and our Reserve officers, the Michigan State Police committed 4 Troopers and 2 motorcycle officers per night to the Cherry Festival. The Grand Traverse County Sheriff's Office committed 2 deputies per night who worked alongside our department personnel. The partnership allowed for reduced man hours for our department personnel allowing our officers the opportunity to avoid work fatigue during this very busy and demanding time. Most importantly, the enhanced police presence provided a secure and safe event for all.

National Home Land Security recommend additional safety precautions be added to the Parade routes because of the national exposé this event generates. We executed a procedure from their recommendations now used in every special event in the City. They recommended using vehicles or water filled barricades to separate and protect large groups of people from vehicular injury we have seen in recent times.

In 2016 we restructured the operations of our department. We divided the City into four service areas and assigned a Sergeant to each area to monitor our Community Policing functions. The service areas were set-up not only to assist us, but to also assist the neighborhoods in identifying with police personnel. Our Sergeants and our officers use the S.A.R.A. Model (Scanning, Analysis, Response, and Assessment) a Community Policing assessment tool to help identify neighborhood challenges, problems, or needs identified by the residents of that specific neighborhood.

NATIONAL WALK TO SCHOOL



On October 4, 2017 the Traverse City Police, Safe Kids North Shore and Norte participated in the national Walk to School event. Traverse City Police assigned an officer to every grade school in the city to walk the kids from a selected location to their respective schools. Along the way officers discussed and explained several pedestrian safety topics to the children. Cross walk safety was extensively covered. For this event, Safe Kids North Shore wrote a grant to fund the purchase of \$500 worth of supplies to be given to the kids at Traverse Heights when they completed their walk to school. The kids received a “Clifford Walks to School” coloring book, a reflective backpack tag, a healthy snack and a bottle of water.

SAFE KIDS NORTH SHORE

Safe Kids North Shore along with local community partners work to prevent unintentional childhood injury, the number one cause of death for children in the United States. Safe Kids North Shore is a member of Safe Kids Worldwide, a global network of organizations dedicated to preventing unintentional injury.

Safe Kids North Shore was founded in 2001 and is led by Grand Traverse Metro Fire Dept. For more information, visit safekids.org or www.gtinjuryprevention.com





Big Brothers Big Sisters Mentoring Program

The Traverse City Police department has made a strong effort to work with the Biggs program by visiting the schools within the city of Traverse City to mentor children that are in the Biggs program. This program offers these children an opportunity to meet a police officer at their school and make the child a hero for the day. Gary Swaney, Big Brothers Big Sisters has been very supportive of this program. We have had several Biggs contacts at Central Grade school and Traverse Heights. Traverse City Police officer's attended 5 mentoring sessions in 2017, we hope to increase this number in 2018.

Park and Walk

Park and walks are a great opportunity for our officers to introduce themselves to members of the community and a great time to do this is during events such as Friday Night Live. Officers get out of their cars and walk around and have an open line of communication with citizens. This is an opportunity for our citizens to see us outside our cars and to communicate eye to eye. This is a time for citizens to see police officers as fellow human beings and to see we, too, have a vested interest in what happens in our neighborhoods. Our Sergeants oversee this detail which is used downtown particularly in the 100 block of south Union Street where several of our downtown drinking establishments are located. Our presence has shown to dissuade criminal activity in that area of the City. We notice the positive impact it has made with regard to the volume of calls for service we receive at that location.



Operation Chill



A free Slurpee is part of 7-11's "Operation Chill" program; "A tasty reward for staying cool – that's the Operation Chill program." This 7-Eleven community outreach program is designed to reduce crime and enhance relations between police and youth. It allows law enforcement officers to "ticket" kids they observe doing good deeds or exhibiting positive behavior.

The ticket is a coupon good for a free 12-oz. Slurpee® at any participating store. In 2017 the Traverse City Police gave out 1000 Operation Chill coupons to kids in the community for many reasons, such as: wearing a bike helmet or using the cross walks. It is a great tool for introducing children to police officers and for those officers to get to know the kids. It is intended that the positive reinforcement carries over into the children's everyday lives.

Safe Kids Program

The Traverse City Police Department has two police officers who participate in the Child Safety Seat Inspection program. These officers are: Pete Simerson and Adam Verschaeve. Both of which have received training from the Highway Traffic Safety Council sponsored by Safe Kids North Shore to become child seat inspection certified. Each year they are required to attend updates to obtain their recertification through Safe Kids North Shore. Officers Simerson and Verschaeve continue to educate parents on the proper way to secure their child's safety seat. The following are the dates and times we conducted child safety seat checks at the Grand Traverse County Jail's garage. The Jail's garage was used because it is centrally located and it is a clean environment.

- January 13th, 1000-1500 hrs., car seat checks
- March 21st, 0900-1500 hrs., vehicle safety
- April 13th, 1000-1500 hrs., car seat checks
- June 9th, 1000-1500 hrs., car seat checks
- September 8th, 1000-1500 hrs., car seat checks
- December 8th, 1000-1500 hrs., car seat checks

The officers check on average of 8-10 car seats throughout each safety seat check session.



Neighborhood Meetings

We attend neighborhood meetings in Traverse Heights, Central, and Old Town. We do so to enhance our knowledge of the unique issues facing these neighborhoods. We intend for this relationship building to result in proactive ways to address issues impacting a particular neighborhood. It also allows for our officers to hear first-hand what is going on, what has been tried, and what still needs to be done. We are there to assist the members and offer insight from our perspective on what or how an issue may be resolved. Community Policing is successful when we work with our community members and help them address issues near and dear to them and their neighbors. Our goal aligns with theirs...how we work together to make and keep Traverse City a safe and beautiful place for all to live.

Seasonal Bike Officers



In 2017 Traverse City Police hired two, part-time seasonal officers to patrol the Tart Trail, beaches, and downtown area to deter unwanted activity in those areas of the City. The officers reported directly to the on-duty Sergeant and helped address several issues with intoxicated individuals on the beaches and trail system within the City. The department received

several phone calls from citizens on how much safer they felt walking the trails knowing our officers were out and about on bikes in those hidden areas of the City.

Traverse City Police attended a bicycle safety program sponsored by Norte. Ty Schmitt, Norte's Director, has been instrumental in assisting us in several ways putting together a bicycle safety program. This program is specifically designed for children. There were several hundred children who participated in this program held last spring at the Civic Center grounds. The training included an obstacle course accompanied by bicycle safety. Our community continues to



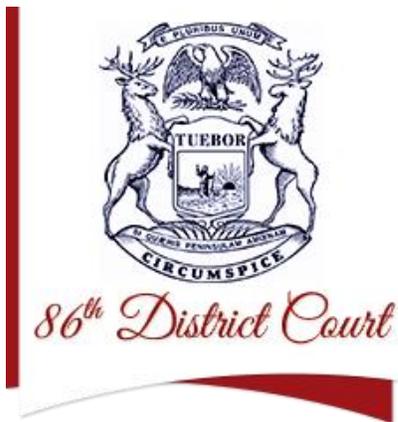
grow with more and more people enjoying the beautiful area we live in on bicycles. This is an important training for our youngsters.

Boards and Committees

SAFE HARBOR

In 2017 we attended meetings with the Boardman neighborhood and Safe Harbor's Steering Committee to address possible issues associated with the opening of Safe Harbor, a homeless shelter, located at 517 Wellington Street. These meetings proved to serve as opportunity for the Police Department to work on building a relationship with the members in the Boardman neighborhood while working together to serve and assist the less fortunate members of our community. The Traverse City Police meet with the Safe Harbor Steering Committee once a month to discuss related problems in the Boardman neighborhood. There were several citizens who shared concerns on several topics. Through these discussions along with a proactive community policing approach we were able to correct the problems. Safe Harbor's hours of operation are from 6:00 p.m. to 8:00 a.m. every day. During the holidays, they extend their hours to address the fact other places who serve the homeless during the day may be closed for the Christmas and New Year's holiday. As a result, Safe Harbor extended its operating hours during the holidays to insure our local homeless population had a safe and warm place to stay.

SOBRIETY COURT



Keith Gillis, Captain of Patrol Services for our department sits on the Sobriety Court Board along with medical counselors, judges, probation officers, and prosecuting attorneys. The Board reviews cases involving individuals who are working to obtain sobriety as a diversionary program from incarceration. It has been very rewarding to see someone come into the system with no hope and come out the other end as a productive community member with a new outlook on life. Individuals are supported with the intention they will successfully graduate the program and avoid incarceration. They are provided support in the form

of medical counselling if needed, detailed progress plans to move forward, and are provided straightforward feedback from many resources all in an attempt to assist them to graduation.

There are two separate tracks; the first track is the misdemeanor track which entails a 2-year commitment. The second is the felony track which consists of a felony delayed conviction for the first year and then the charge is reduced to a 2nd offense. Then the participant must complete another 18 - 24 months in the program.

FAST-TRACK

The program's multifaceted approach utilizes a team concept. The fast-track includes:

- Continual drug screening and alcohol testing
- Frequent interaction with the presiding judge
- Intensive supervision by the probation officers
- Intensive treatment
- Routine team meetings

TREATMENT

Treatment consists of individualized assessment and treatment planning including:

- Education and employment
- Individual and group counseling for substance abuse and other issues
- Self-help support meetings

Positive reinforcement is provided for performance in the program. Sanctions are imposed and therapeutic interventions made in response to non-compliance.

Traffic Committee

Monthly, Captain Keith Gillis attends the traffic committee consisting of several other City departments to include Engineering and the Assistant City Manager, Penny Hill. Several topics in relation to traffic issues in the City from cross walks to traffic calming ideas are discussed, with the objective of reviewing citizens' complaints on certain traffic issues from speeding to stop sign violations.

Traverse City Police performed five different direct traffic enforcement details from East Bay Boulevard to Madison and Front streets. The direct traffic enforcement documents the hours and violations to confirm if it is a perception or if there is a true traffic issue needing to be addressed.

In 2017 the two Speed/Radar trailers were utilized 11 times during each of the six months the weather permitted. The trailers were placed in strategic locations based on citizens' requests, community events and active construction zones.

The speed trailers are a welcomed sight in the neighborhoods. It's common for citizens to approach while the trailers are being placed to ask questions and to ask that it be brought back in the future because they believe it slows people down.

The patrol fleet utilizes the dash mounted unit daily and their advantages assist in violations in the "moving mode." The motor units exclusively utilize hand held radar units which enable the officer to sometimes gain a vantage point to monitor traffic that a dash mount radar would not allow.

DATES THE TRAILERS WERE UTILIZED:

- 4/29/2017 Union & 17th
- 5/9/2017 900/1000 Block Penn Dr
- 5/20/2017 100 block E. 12th
- 5/26/2017 E. Bay Blvd & Western
- 7/2/2017 Grandview Parkway & Park
- 7/2/2017 Grandview Pkwy & Elmwood
- 8/1/2017 Elmwood Ave.

Firearms Program

The Department participated in several department qualifications, some of which required officers to qualify with both their handgun and rifle in the MCOLES active duty course of fire. Other courses of fire focused on taser training, simulator training, weapon malfunctions, transition drills, rapid fire drills, moving while shooting, and team work. During qualification, with both handgun MCOLES active Additionally, malfunction drills, and transitioning handgun. Officers shooting and side and front to taught officers to be clearing weapon moving while



the spring officers qualified and rifle in the duty course of fire. officers practiced clearing weapons, from rifle to also practiced moving both side to back. This training more proficient in malfunctions and shooting. In the

spring the department's Reserves Unit participated in the "Laser Shot" scenario based training course designed to put reserve officers in "shoot or don't shoot" situations. The three scenarios included: a subject attempting to break into a vehicle, a subject displaying a handgun during an argument, and a subject with a gun in the waist band. The training involved the use of verbal and tactical skills that are required to complete the laser shot scenarios. During the fall qualification, officers qualified with both handgun and rifle in the department tactical course of fire. The course consisted of rapid fire drills where officers used both handgun and rifle at close proximity. Officers also practiced diamond pattern move & shoot drills, stepping over obstacles, linear move & shoot drills, and simulated room clearing with two man teams engaging multiple targets. This training was aimed at improving instinctual shooting while focusing on accuracy and communication. During the MCOLES dim light course of fire, officers qualified with both their handguns and rifles in the MCOLES active duty course of fire. Officers also practiced rapid fire drills and taser transition drills. A classroom portion to this training consisting of a yearly refresher course for the Taser operation was also offered. This focused on holster transition and safe operation of the Taser. The department also completed one hour of class room as required to cover concealed weapons and open carry laws. The training covered changes in the Law

Enforcement Officers Safety Act requirement for police officers as required by MCOLES.

K-9 Program

The Traverse City Police Department consists of two K-9's and their handlers. In 2017 the Department said good bye to veteran K-9 Zuk who patrolled the streets of Traverse City for approximately 7 years. Zuk is spending his retirement with his former handler and his family. In April of this year K-9 Drago and his handler Officer Adam Verschaeve joined the K-9 program alongside veterans K-9 Luk and handler Officer Tim Smith. Drago was donated to the Traverse City Police Department by a private citizen. The same citizen purchased K-9 Drago's ballistic vest. Drago is a German shepherd breed born in Poland. He was placed into service on April 3, 2017. Drago was purchased and trained through Brian Gregory of Northern Michigan K-9. Drago and Officer Verschaeve spent 4 weeks training with one another before working their first shift together on the streets of Traverse City. Drago serves our community as a dual purpose K-9 specializing in drug detection. Drago resides with his handler Officer Verschaeve and his family. Luk is a German shepherd breed born on May 18, 2009, in Poland. He was placed into service February 27, 2011, and serves our community as a K-9 specializing in explosives detection. Luk's handler is Officer Tim Smith. Luk joined our Department through a Homeland Security Grant. Our K-9's perform several demonstrations throughout our community, ranging from schools, church groups, organizations, and businesses. Our K-9's are social which allow the handlers to utilize the K-9's on large events such as the National Cherry Festival, Traverse City Film Festival, Bayshore Marathon and much more. Our K-9's are certified and are trained in tracking, obedience, handler protection, building searches, article searches and area searches. Our Department is pleased to offer our community and other local law enforcement agencies such well-trained teams.



Motor Cycle Unit

Our Motor Team consists of 6 police officers trained to operate Harley Davidson Road



King motorcycles while on patrol or for special events. Due to the hazards of this specialty, officers are required to complete an 80-hour certification course and a 32-hour recertification each year.

Last year the motor team participated in all three National Cherry Festival parades. The team decided to show some of its riding

talent by performing certain elements learned in training. We demonstrated slow riding, figure eights, turns to the left and the right and various hand signals used to demonstrate how we communicate as a team. This included the signal to park and dismount at which point the team dismounted their motorcycles and walked into the crowd handing out department stickers and posing for photographs. We received a tremendous amount of positive feedback reference this new demonstration. We are excited to make this an annual event.

Additionally, the team provided several escorts for various dignitaries during this year's National Cherry Festival. These escorts insure the safety of the dignitaries. Our motor officers are highly trained to provide this escort service. The team conducted itself in a professional manner and represented the City and the department very well.

During the summer months Friday and Saturday nights downtown are very busy times for our officers. This year our motorcycle officers where specifically assigned to the downtown area on Friday or Saturday nights. This schedule offered more police presence downtown and it assisted our road patrol with calls for service. We received many compliments on how much people appreciated the increased police presence using our motorcycle division in this manner. In October Detective Sergeant Bohrer, a 20 year member of the motorcycle team, participated in his last ride as a motorcycle officer. His promotion to Detective Sergeant, in the Detective Bureau, required him to step out of this role and assume the added responsibilities required of his D/Sgt. position. While we were sad to see him leave this role, we are pleased to have his experience and knowledge in the Detective Bureau. Ryan Taylor, Sergeant, now oversees the motorcycle division. Our motorcycle officers also serve as Field Training Officers (FTO). This summer presented us with a unique training opportunity. We hired 4 new police officers each of which had to successfully complete the FTO program. This reduced the amount of time each motorcycle operator could ride.

Field Training Program (FTO)

The Field Training Program started in 1996 with 3 Field Training Officers also known as FTO's. Over the past 21 years the program has expanded to include a FTO Supervisor and up to 6 Training Officers. The supervisor is a sergeant assigned by the Chief of Police. The position of Training Officer is a posted position open to patrol officers to sign up for. Selected FTO's attend a 40-hour training course, and after the initial 40-hour training the FTO's attend bi-annual training. These courses range from 8 hours to 24 hours. The FTO supervisor attends a 40-hour course and a 3-day supervisor class.

THE FOUR TRAINING STEPS FOR THE FIELD TRAINING PROGRAM

The probationary officer's training is broken down into 4 training steps. In each step, the FTO is teaching the probationary officer a wide range of skills on how to be a police officer. Steps 1, 2, and 3 consist of 160 hours per step. Step 4 is 80 hours



New Officers in 2017

Officer Kyle Homuth Badge 229

Officer Homuth moved from downstate to Petoskey about 10 years ago. While living in Petoskey his family would visit the Traverse City area on a regular basis. In 2014 Officer Homuth transferred from Michigan State University to Ferris State University to pursue a degree in law enforcement. Officer Homuth's goal upon completion of the police academy was to serve as a police officer in northern Michigan. In May 2017 he was offered a position with our Department. We are pleased to have him as a member of our team.



Officer Logan Core Badge 231

Officer Core is a native to Traverse City. After graduating from High School in 2012 she attended NMC where she was studying business. Not unlike many of us in law enforcement she had a little voice telling her to become a police officer. She attended Ferris State University where she obtained her law enforcement degree. During that time, she worked as a recreational officer for the Grand Traverse Sheriff's Office. In May 2017 Officer Core graduated the police academy and started her career with our Department. We are pleased to have her as a member of our team.



Officer Jessica Keller Badge 224

Officer Keller attended Macomb Community College where she obtained her associate's Degree. She continued her education at Rochester College. After which time she entered the Macomb Community College Police Academy. After graduation, she was hired by the Northville City Police Department in Northville, MI. While serving the community of Northville, she specialized as a Field Training Officer, Detective, Swat Operator, and Evidence Technician. After taking some time off to raise her children she returned to police work at the Wolverine Lake Police Department. In early 2017

Officer Keller and her husband relocated to Traverse City. In the summer of 2017 Officer Keller was hired as one of two seasonal part-time bicycle officers for the department. At the conclusion of her bike patrol duties she was offered a full-time position with the department. We are pleased she joined our team.

Emergency Response Team (ERT)

Our Department is a part of the Northern Michigan Mutual Aid Emergency Response Team (N.M.M.A.E.R.T.). This is a multi-jurisdictional ERT comprised of several law enforcement agencies throughout Northern Michigan. The ERT is broken down into three separate teams to effectively cover Northern Michigan. Traverse City Police Department is assigned to “Team 2.” Additional members of Team 2 are from Grand Traverse County Sheriff’s Office, Leelanau County Sheriff’s Department, Benzie County Sheriff’s Department, Antrim County Sheriff’s Department and Grand Traverse Band Tribal Police Department. Team 2 is responsible for any callout in this area. Ryan Taylor, Sergeant, is the entry team leader/supervisor, operator (member of team since April 2009); Officer Mark Witczak, operator (member of team since May 2011); Officer Jordan Wieber, operator (member of team March 2015); Detective Jill Markoski, negotiator (member of team since January 2011)

Honor Guard

The Honor Guard consists of five members each graduates of the DFL/Goshen Police Honor Guard training camp. They are highly trained in Honor Guard protocol and are



frequently called upon to represent the department at various community events.